

Our Year

Annual Review: 1 April 2022 - 31 March 2023



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About us

Leeds and York Partnership NHS Foundation Trust is the main provider of specialist mental health, learning disability services and an adult autism assessment service in Leeds along with some specialist services across York, the Yorkshire and Humber region, and some highly specialised national services.

Purpose	Improving health, improving lives
Vision	To provide outstanding mental health and learning disability services as an employer of choice
Ambition	<p>We support our service users and carers, our staff and the communities we serve to live healthy and fulfilling lives.</p> <p>We want to achieve our personal and professional goals; to live our lives free from stigma and discrimination; and to improve the lives of people with a learning disability and mental ill health.</p>
Our values	
We have integrity	We keep it simple
We are caring	

We are an NHS foundation trust. This means:

- we have some freedoms to decide locally how to meet our requirements
- we are accountable to the people within our communities, who can become members and governors
- we are authorised and monitored by NHS England and Improvement, who support us and hold us to account

Our Strategic Objectives

We've identified our top three areas that we should focus on for the next three years.

Strategic objectives	Specific areas of focus
1. Our Workforce	<ul style="list-style-type: none">• Develop a clear workforce strategy• Recruiting new people and retaining them• Morale and wellbeing• Key performance indicators
2. Clinical Services	<ul style="list-style-type: none">• Capacity and flow of service users• Embedding our approach to tackling health inequalities• Better use of digital technology• Improving quality and outcomes
3. Estates and Facilities	<ul style="list-style-type: none">• Our strategy for replacing / upgrading our estate• Improving our clinical and non-clinical sites• Opening and running Red Kite View – our new children and young people's mental health inpatient unit



Welcome from our Chair

This is my first foreword as Chair, having been appointed in January 2023 following a year on the Board as a non-executive director. This means that reflecting on the last year is a reminder of the huge contribution made by our former Chair, Dr Sue Proctor, who worked so hard to help steer the Trust through the difficult years of Covid-19 and many other challenges. Sue is an excellent role model, and I am fortunate to have had time to learn from her before becoming Chair.

Many of us would have hoped to be looking back on a year where the Covid-19 challenges were receding, and we could really focus on ever improving services for our population. We should certainly pause and recognise the huge commitment of our staff in managing the effects of the pandemic and the courage, skill and determination shown across all teams in keeping services both safe and effective. We have not emerged into peace, however. The cost of living crisis is having a major impact on colleagues and service users, and I do not underestimate the strain that this is putting on everyone. We have put even more focus on staff wellbeing as a result, creating a package of advice and practical support, open to both staff and service users, and we will continue to build on this. Through service visits and stories told at our Board meetings, I can see that the passion and commitment of our staff is as strong as ever and I am so grateful we have such dedicated and caring teams.

We also continue to have a major workforce challenge, with high vacancy levels in many teams, adding to the pressure on those delivering our services. We are constantly working on new initiatives for both recruitment and retention, ranging from how we can promote the Trust as a great place to work to how we can influence national

workforce policy. Getting our organisational brand right will be a big part of this in the coming months; promoting our values and getting across the diverse range of services staff can work in, from core community services to specialist regional and national ones. We have also had some great success using our training and development resources to 'grow our own' and I would like to congratulate all colleagues who have developed their skills and careers this year. It is not easy to add learning into lives already busy with demanding work and managing issues such as cost of living, and it is admirable to see how many staff do achieve this.

A positive of recent times has been the ability to move back to more face-to-face working. We have returned to in-person Board meetings and both non-executive directors and governors have re-started face-to-face service visits, while presentations to the Board from service users and staff teams have even more power when seen and heard 'in real life'. Visits and stories give the Board a much more rounded understanding of staff and service user experiences than written reports can ever do. We have been able to celebrate some amazing good practice and also understand where we have gone wrong and must improve.

We have also really increased our focus on inclusion, diversity and equality. The diversity of our population, service users and staff is a rich asset for us and it is so important we understand the different backgrounds and needs of the many individuals we work with and for, and ensure everyone feels supported and valued. We know we still have inequalities in outcomes, particularly for service users from ethnic minority backgrounds, and we are working hard to make sure we are aware of how and when this happens and how we can eradicate health inequalities.

The health world around us has also significantly changed, with the West Yorkshire Integrated Care Board and the West Yorkshire Health and Care Partnership now fully operational, bringing together providers, commissioners, local government, NHS organisations and voluntary sector organisations. The Trust is also active in the West Yorkshire Mental Health Provider Collaborative, acting as lead

provider for a number of West Yorkshire services. All these bring to the fore the importance of all of us to collaborate with others and create shared pathways of care that work best for service users. This new emphasis on partnership working was a major influence on our new Care Services Strategy, the result of extensive staff and other stakeholder consultation, which sets out our approach to co-production, collaboration and integration of care. I regularly see the effort being made by staff teams to look at continuous improvement and redesign of services to improve the experience of care and I know our Care Services Strategy will work because of this absolute passion of our teams to keep innovating, despite the day-to-day pressures faced.

I am fortunate coming into the role of Chair to be supported by an experienced group of both governors and non-executive directors. The Council of Governors continues to offer collective experience and wisdom in holding the non-executive directors to account and I know they have welcomed the return of face-to-face service visits. I would like to thank our governors, ably led by our lead governor, Les France, for the time they put into the role, the commitment they bring to understanding what we do and for being prepared to debate such a range of issues. My non-executive director colleagues have been hugely supportive, both to myself and to each other, and have chaired Board sub-committees through an impressive array of issues this year, as well as intelligently challenging how we work and where we need to focus. Finally, the Trust is lucky to have a fantastic Executive Team and I would like to thank them for continuing to inspire and lead our amazing staff.

Merran McRae
Chair of the Trust



Welcome from our Chief Executive

2022/23 was a year of transition from Covid-19 to the path of recovery for the Trust. It has been both an exciting and challenging time as we see projects take off and the shoots of progress appear after paused work. In 2022 we cemented new ways of working within the Trust to keep up with the changing demands and pressures across our services. Targeting the deployment of staff to the areas that need it the most and embedding our agile/hybrid working environment has offered us all much greater flexibility. Of course, keeping our trust values of simplicity, caring and integrity at the heart of all we do is just as important now as when we first developed them.

I am incredibly proud of everyone at the Trust for adapting to the changes and challenges and driving the Trust forward. I have seen this in real-time as our Community Mental Health Service faces acute pressures from escalating demands and significant staff shortages. We have also seen challenging periods over winter for staff, who have shown exceptional resilience despite facing significant pressure from seasonal demands and ongoing industrial action.

Some work which at the time seemed outside our remit, however acutely crucial to our staff's wellbeing, was producing our cost of living support. The Trust introduced two initiatives to help our employees during the current cost of living crisis: Wagestream, which allows employees to access up to 35% of their pay instantly, and the LYPFT Financial Support Fund, which provides financial assistance to those struggling. We've also created a resource for service users and their families to address the impact of economic challenges on wellbeing.

In the summer of 2022, we left our old Trust Headquarters (HQ) site. With a tenancy up and agile working being the way forward, the site had become redundant. This change meant hosting teams at our existing Trust sites in and around Leeds, with bookable desks and meeting rooms available when required. We relocated our official headquarters to St. Mary's House. We're upgrading older buildings to meet modern and sustainable standards to improve our services cost-effectively.

We said goodbye to our Chair, Dr Sue Proctor, who held the post for six years. Sue helped us deliver real and sustainable change across the Trust and supported us through some of the most challenging times the NHS has ever experienced. But I have been excited to welcome Merran McRae as our new Chair. Merran brings a wealth of experience and commitment to partnership working as a non-executive director and has quickly transitioned to becoming our Chair. There were also changes within our staff networks, with Mahesh Patel and Maxine Brook taking up roles as co-chairs of the Workforce Race Equality Network and Ian Andrews and Sophie Bracewell as new co-chairs of our Rainbow Alliance. 2022/23 also saw us welcoming the first international mental health nursing recruits into the Trust. We are pleased they have settled into the Trust and living in Leeds.

Other changes seen across the Trust this past year include our Green Plan, launched last summer to deliver the NHS Sustainability Promise. With this launch, we set up the Sustainability Team to drive us to a greener future at LYPFT and embed sustainability in everything we do with Sustainability Champions across the Trust.

Our Trust has been instrumental in shaping regional healthcare. We've collaborated with partners and communities to improve local health and wellbeing and continue working towards this goal. One of our collaborations, the Synergi-Leeds Partnership, aims to tackle mental health inequalities faced by Minority Ethnic groups. We created a film, "The Journey to Racial Equality in Leeds Mental Health Services," with help from our staff and service users. We launched the Admiral Nursing Service at St James's University Hospital in April. There is so much to come ahead of us in 2023 with our partners.

Last summer, we held 'Big Thank You' events to show gratitude to our staff. Despite changes, we found a way to celebrate and connect as teams to say thank you for your hard work. We provided hot drinks, cake and packages for our staff during Christmas. We brought this back for the Easter holiday. In 2022, we significantly improved our staff training and support systems by investing in our people with the launch of Learn, which has an enhanced user experience and 360 Manager, offering self-directed resources and facilitated interventions to support our colleagues across LYPFT to access appropriate resources and timely development.

I also want to acknowledge the achievements of individual staff and teams here at LYPFT. 2022 was a bumper year for award nominations and wins. Some of our services have also seen National Accreditation. The Carers Trust awarded the Trust a 2-star Triangle of Care accreditation, the highest level of accreditation that mental health trusts can obtain through the program. The Perinatal Community Mental Health Service was accredited by the Royal College of Psychiatrists' perinatal quality network, again for our high standard of care. Leeds Autism Diagnostic Service received re-accreditation from the National Autistic Society. I want to recognise the vital work of Matt Gaskell and the Northern Gambling Service in advocating for changes in the gambling industry. Their efforts have gained media attention and discussions with the government. Gaskell has even submitted evidence to a public health inquiry. LYPFT's Research & Development team has launched a three-year strategy prioritising research for better patient care. The pandemic highlighted its importance, and I'm excited to see their progress and monthly achievements.

As a new year starts, we still face challenges; demand for our services is at an all-time high, and pressures on staff are increasing. It's inspiring to see the resilience of everyone at the Trust, and I am confident that we will meet the challenges we face. We face them with integrity, as simply as possible and with care and compassion.

Dr Sara Munro
Chief Executive

Our Trust in numbers



811k+

people we
provide services
to



36

services we
provide



Good

our overall CQC
rating



£241.6m

annual turnover
for 2022/23



65

sites we operate
from



3,085

substantive staff



625

bank staff



201

medical staff, including
consultants, doctors and
registrars



843

other clinical staff,
including health care
support workers



800

registered nursing
and midwifery staff



227

other professional,
scientific and technical staff,
including psychologists,
psychotherapists and
pharmacists



207

allied health professionals,
including occupational
therapists and dietitians



807

admin, estates
and non-clinical
staff



102

volunteers



151

members of our
Workforce Race
Equality Network
(WREN)



75

members of
our Disability
and Wellbeing
Network (DaWN)

RAINBOW
ALLIANCE
LGBT+ Network

86

members of our
Rainbow Alliance



Delivering great care - our services

Leeds and York Partnership NHS Foundation Trust is the main provider of specialist mental health and learning disability services in Leeds. We also provide specialist services across York, the Yorkshire and Humber region, and some highly specialised national services.

Clinical services are currently delivered across nine service lines:

Acute services	Learning disabilities services
Perinatal and liaison services	Older people's services
Children and young people's services	Regional eating disorders and rehabilitation services
Forensic services	Community and wellbeing services
Regional and specialist services	

Our services are delivered across a range of settings in Yorkshire and the Humber and our Deaf CYPMHS service operates from Manchester and Newcastle. They are commissioned by a range of commissioners, including national specialised commissioning (NHS England), and (local CCGs), the Local Authority and Public Health.

A number of our services are also delivered through formal partnerships with other agencies.

The services we provide include:

- Community Mental Health Teams
- Care Home Team
- Memory Service
- Crisis Assessment Service
- Intensive Community Service including the Home-Based Treatment Team
- Younger People with Dementia Team
- Psychological and Psychotherapy Services
- Assertive Outreach Team
- Older People's Liaison Mental Health Service (based at St James's Hospital)
- Mental Health Inpatient Services
- Dementia Inpatient Service
- Rehabilitation and Recovery Service
- Healthy Living Service
- Alcohol and drug addiction services (via Forward Leeds)
- Forensic Service
- Children and Young People's Mental Health Inpatient Services (in York and Leeds)
- Learning Disability Service
- Eating Disorders Service
- Gender Identity Service
- Liaison Psychiatry

- National Deaf Children and Families Service
- Northern School of Child and Adolescent Psychotherapy (NSCAP) Clinical Services
- Perinatal Mental Health Service
- Personality Disorder Service (now called EMERGE)
- Veterans Mental Health and Wellbeing Services (NHS Op COURAGE)
- Gambling Addiction Service (Northern Gambling Service)

Service developments in 2022/23

Complex Care

The aim of the regional Complex Rehabilitation programme is to develop consistent clinical models of care that allow people to reconnect with their homes, family, and local support. It has been established through the West Yorkshire Health and Care Partnership Mental Health, Learning Disability and Autism Programme. Our long-term ambition is to reduce the number who require hospital admission and to develop a more consistent and local approach to inpatient bed use and supported accommodation for complex needs.

On average there are currently 120 inpatients quarterly in locked placements across 22 independent providers and 1 NHS unit (for 17 men) with many some distance from home. In April 2020, with Wave 2 NHSE funding, the Community Rehabilitation Enhanced Support Team (CREST) was formed initially to pilot repatriation work for people from Calderdale, Kirklees, and Leeds, engaging with a wide range of stakeholders. In 2022 it became a fully regional service working across West Yorkshire.

CREST initially focussed on people with complex psychosis /Serious Mental Illness SMI needs; in February 2023, work with women with complex emotional needs was adapted to include all genders and to become part of the overall CREST service. The programme is also developing safe residential type options for this specific client group, and recruitment is underway.

Perinatal Community Mental Health Service accreditation

The Trust saw its Perinatal Community Mental Health Service accredited by the Royal College of Psychiatrists.

Leeds Autism Diagnostic Service received re-accreditation

In March 2023, the Leeds Autism Diagnostic Service (LADS) received re-accreditation from the National Autistic Society. LADS is the only NHS adult autism team to possess this accreditation, a benchmark of quality and accessibility, a testament to these teams' hard work and, with all these, our commitment to patients and carers.

The Synergi-Leeds Partnership

The Trust is leading the Synergi-Leeds Partnership, a collaboration between ourselves, service users and carers, the local authority and third-sector partners to tackle the persistent mental health inequalities for Minority Ethnic groups. Synergi-Leeds launched a film produced with the support of our staff and service users in our Trust, The Journey to Racial Equality in Leeds Mental Health Services.



Research & Development Strategy

The Trust's Research and Development team launched its three-year strategy in 2022. Covid-19 highlighted the importance of research and development. Without it, we can't move forward. It informs how we provide care and improves outcomes for patients.



Admiral Nursing Service

In conjunction with Dementia UK, a new Admiral Nurses team launched in April 2023 at St James's University Hospital. The service is available to carers of people with dementia experiencing complex needs. The person must have either a confirmed diagnosis of dementia or a highly likely diagnosis and meet the referral criteria. The service is available to people with dementia who are inpatients at St James's University Hospital.

Living with dementia can be challenging and confusing. The person with the diagnosis might be worried about what they may face. And the people around them might need help figuring out how best to support them and where to turn for help.

Carla Rogers and Debbie Foster are dementia specialists dedicated to helping families face dementia with support. Debbie said: "It is very exciting that Leeds hospitals will finally have an Admiral Nurses service – it will make such a difference to not only the staff at St James's by supporting their practice, but to as many people living with dementia and their carers that we can physically reach."



Armed Forces Covenant Veterans Silver Award 2022

We were granted the 2022 ERS Silver Award and approved One Year Review as a Veteran Aware Trust in the summer of 2022. The Armed Forces Covenant is a pledge that together we acknowledge and understand that those who serve or who have served in the armed forces, and their families, should be treated with fairness and respect in the communities, economy and society they serve with their lives. As a forces-friendly employer, our support makes a real difference to a group of people who play a crucial role in UK defence and those helping to nurture and inspire the next generation through their involvement with the cadet movement.



EMPLOYER RECOGNITION SCHEME

SILVER AWARD 2023

Proudly supporting those who serve.



Delivering great care - our partnerships

The West Yorkshire Health and Care Partnership is an integrated care system (ICS) made up of NHS organisations, local councils and voluntary and community sector organisations working closely together to address shared challenges facing health and care services. It has five local place partnerships, which include Leeds.

As one of the country's leading ICSs, the West Yorkshire Health and Care Partnership is enhancing its work due to legislative changes that came into effect on 1 July 2022 as part of the Health and Care Act 2022. There are two statutory elements within the system:

- The West Yorkshire Health and Care Partnership Board involves all the organisations supporting people's health and care.
- The West Yorkshire Integrated Care Board is a new organisation overseen by a board.

Together it supports 2.4 million people living in urban and rural areas. 770,000 are children and young people. 530,000 people live in areas ranked in the most deprived 10% of England. 20% of people are from minority ethnic communities. There are an estimated 400,000 unpaid carers, as many don't access support. Together it employs over 100,000 staff and works alongside thousands of volunteers.

Provider collaboratives

We operate within a health and care system and work with partners to join up care pathways to improve outcomes for people who use our services. We provide many of our services in collaboration with our partners in our place and Integrated Care Systems (ICSs), as well as regionally and nationally:

We are part of two Integrated Care Systems: West Yorkshire Health and Care Partnership and Humber and North Yorkshire Health and Care Partnership.

We are part of Provider Collaboratives for some of our more specialist services as:

- Lead Provider for Tier 4 Children and Young People's Mental Health Services (CYPMHS) in West Yorkshire and lead provider for Adult Eating Disorders in West Yorkshire.
- Part of the new (April 2023) integrated care pathway for the Veterans' Mental Health and wellbeing service (opCOURAGE).
- Lead Provider for the West Yorkshire CREST (Community Rehabilitation Enhanced Support Team) service.
- Part of the West Yorkshire Adult Secure Provider Collaborative.

We are part of the West Yorkshire Assessment and Treatment Units (ATU) collaborative commissioning model led by Bradford District Care Foundation Trust.

We work together with established programs and delivery boards, including the Place-based Partnership Mental Health Delivery Board and West Yorkshire Specialized Program Board, to drive our partnership efforts.

Leeds Health and Social Care Hub

Leeds and Social Care Hub launched on 19 July 2022. It brings together the Department of Health and Social Care (DHSC) and various local partners to improve regional health outcomes. The Hub plans to create new opportunities for health and social care professionals in and around the city and boost the local economy.

The Hub will bring together a community of experts to improve healthcare in the region for patients. Members of the public, private, and third sector organisations, including NHS, local government, universities and other health organisations, will work to address challenges, including tackling health disparities and improving employment opportunities in the sector.

New Integrated Care Board in Leeds

The Leeds Office of the NHS West Yorkshire Integrated Care Board (the Integrated Care Board or ICB in Leeds) is part of the wider West Yorkshire Integrated Care System (WY ICS). The ICB replaces the former Leeds Clinical Commissioning Group (CCG).

Integrated care is about giving people the support they need, joined up across local councils, the NHS, and other partners, including care providers, the voluntary, community, social enterprise sector and charities. It involves partnerships of organisations coming together to plan and deliver seamless health and care services to improve people's lives in their area.



Delivering great care - clinical research

As a Trust, we have strong links to local universities and a reputation as a centre of excellence for teaching, research, and development.

We have a dedicated Research and Development (R&D) Team who lead and support national and local research projects involving our staff, service users, their carers, friends, and family.

This work is vital as it helps us to improve the care and treatment we provide and contribute to national policy.

Keep up-to-date with our R&D work

The Trust was involved in 55 research studies and received £1.5M grant income during 2022/23.

Find out more, and read our quarterly magazine, Innovation, on our website: www.leedsandYorkpft.nhs.uk/research.

Follow the R&D Team on Twitter

 **@LYPFTResearch.**

Participant Research Experience Survey

The Trust has gathered feedback from research participants via the Participant Research Experience Survey since 2019. The NIHR Clinical Research Network developed this national survey to explore people's experiences of taking part in research in England. We use the responses to identify ways to improve people's research experience and highlight areas that are working well.

LYPFT R&D received 13 survey replies for 2022/23 and were overwhelmingly positive.

Research in numbers 2022/23



55

research studies the
Trust was involved
in during 2022/23



432

people took part in
research hosted or led
by the Trust in 2022/23



£1.5m

received in research grants
from the National Institute
for Health Research and
other funders in 2022/23





Delivering great care - service user experience



In March 2020, we launched our 3-year strategy and committed to working collaboratively with our service users and carers to improve our services and enhance people's experiences. We have a dedicated Patient Experience and Carer Team (known

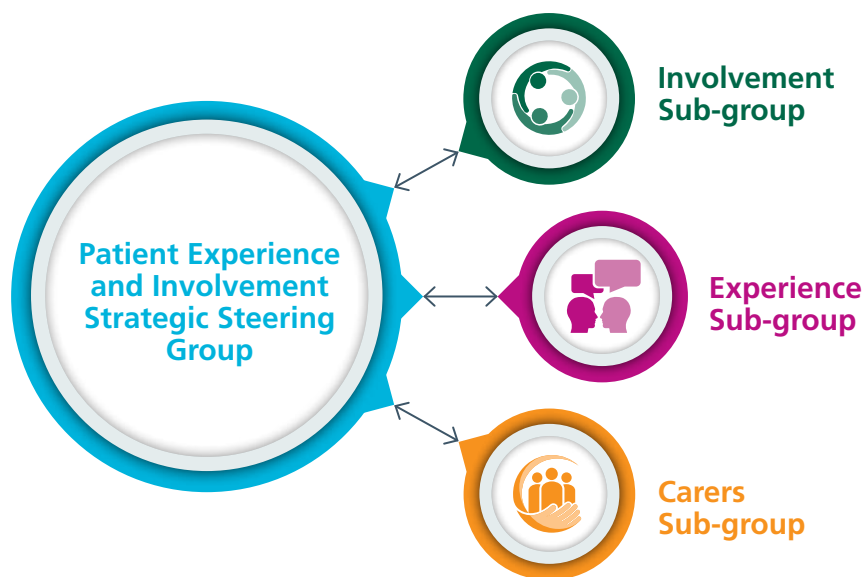
as the PET) who provide hands on support and oversight to ensure we are continuously working towards achieving priorities set out in the strategy.

We promised to let people know what has happened due to the involvement of our service users and carers, and we published an Involvement Bulletin in July 2022, celebrating our progress and achievements in the previous year.

Whilst the pandemic created barriers to how we have previously worked with people, we connected with our service users, carers and partnership organisations around the city using digital methods. With the easing of restrictions, we have been able to run and be involved in more 'face to face' meetings and activities.

Cathy Woffendin, Executive Director of Nursing, Professions and Quality (until May 2023), co-chaired the overarching Patient Experience and Involvement Strategic Steering Group (PEISSG) with Jen Tiffen. Three strategic sub-groups feed into the overarching PEISSG.

Senior leaders lived experience partners, and carers co-chair the strategic sub-groups. This allows service users, carers and staff to work together, sharing a voice in identifying the priorities that all would like to be achieved



We have made progress in a number of areas:

Involvement

- 💡 **Involvement Bulletin:** In July 2022, we celebrated our progress and achievements in the previous year
- 💡 **Encouraging involvement:** We co-produced and co-facilitated a course to invite participants unaware of opportunities to get involved across the Trust.
- 💡 **Recruitment panels:** 27 service users and carers have been involved in panels this year.
- 💡 **Valuing people who get involved:** The PET has an involvement database and robust process to keep service users, and carers informed about involvement opportunities across our Trust. Additionally, it forged strong links with our partner organisations, such as Healthwatch Leeds, Leeds Involving People, Forum Central and Carers Leeds and Leeds Young Carers Support Service. This ensures that our service users and carers have a voice to influence senior decision makers within our Trust and in organisations across the city.


"My involvement with LYPFT is really fulfilling and my time, effort and experience and expenses are recognised."

Service user

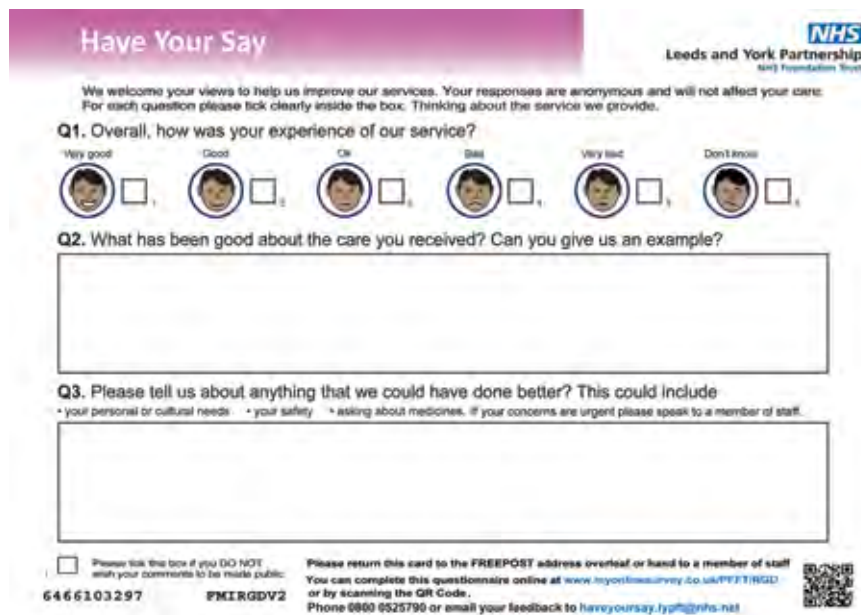
- 💡 **Establishing Involvement Networks and Partnership working:** The PET has an involvement database and robust process to keep service users, and carers informed about involvement opportunities across our Trust. Additionally, it forged strong links with our partner organisations, such as Healthwatch Leeds, Leeds Involving People, Forum Central and Carers Leeds and Leeds Young Carers Support Service. This ensures that our service users and carers have a voice to influence senior decision makers within our Trust and in organisations across the city.
- 💡 **Service User Network (SUN):** The SUN continues to meet monthly, alternating between online and face to face. Paul and Tessa, two lived experience partners, co-chair the SUN meeting. SUN members have also supported other services to run their projects. Examples include:
 - Perinatal service peer support meetings
 - The CRISS core fidelity review
 - Leeds Autism Diagnosis Service's DBT group co-facilitator
 - Diversity & Inclusion team
 - Learning Disability Carers group
 - Learning Disability carers awareness session
 - The larger labels project



Experience

-  **Gathering Meaningful Feedback – Have Your Say:** The number of people using Have Your Say to give feedback rose significantly this year, with over 100 responses per month. The Gender Identity service and Chronic Fatigue service were very successful in receiving responses aided by providing the survey after Attend Anywhere appointments. The teams in Connect and Ward 6 – Newsam, Yorkshire Connect Eating Disorders service worked hard to encourage significant numbers of in-patients to give their feedback using postcards and online feedback.

The figure below shows the responses to the scored question, “How was your experience of our service? The mean value for positive results (Very Good or Good) was 89.7%. In six of the months, the figure was over 90% positive.



Have Your Say

We welcome your views to help us improve our services. Your responses are anonymous and will not affect your care. For each question please tick clearly inside the box. Thinking about the service we provide.

Q1. Overall, how was your experience of our service?

Very good Good Ok Bad Very bad Don't know

Q2. What has been good about the care you received? Can you give us an example?




Q3. Please tell us about anything that we could have done better? This could include

• your personal or cultural needs • your safety • asking about medicines. If your concerns are urgent please speak to a member of staff.

Please tick this box if you DO NOT wish your comments to be made public: ☐


Please return this card to the FREEPOST address overleaf or hand to a member of staff. You can complete this questionnaire online at www.leedsyorksurvey.co.uk/PYFTINGD or by scanning the QR Code. Phone 0800 0525790 or email your feedback to haveyoursay.fyp@nhs.net


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-  **Improving communication and reducing repetition:** This remains a priority for the subgroup. However, due to staffing pressures across the Trust, we have been unable to progress this as much as we wish. Nevertheless, we will focus further on this priority this coming year.
-  **Improving the experiences of discharge from our services:** In January 2023, our Service User Network held a focus group discussion on what helps a successful discharge. Early involvement of patients, their families and carers, having emergency contact numbers, feeling safe on discharge, and staged discharge arrangements were all raised as important issues. The PET team will liaise with the Quality Improvement team to support the Multi Agency Discharge Event (MADE) project across in-patient areas and communicate findings to service users and carers.
-  **Community Mental Health Services Survey Results 2022:** The Care Quality Commission (CQC) has recently published the results of a survey about our Community Mental Health Services. Our Trust must participate in this survey each year, led by the CQC. We have some positive results to share; 86.3% of people reported that they are treated with respect and dignity by NHS services. It has also enabled us to identify things we need to improve, such as 48.8% of people reported that they had been supported with their physical health needs.

Carer support

After being subject to a rigorous process, we were delighted to be awarded 2-star accreditation to the Triangle of Care in July 2022, one of only 14 Mental Health NHS Trusts currently recognised as achieving this critical accolade. 2-star accreditation doesn't mean work has ended; it importantly acknowledges that we have strategic plans to recognise a long-term commitment to ensure that carers feel fully involved and supported.

 **Establishing a Carer Network:** The focus this year has been on linking with existing carer support groups. Many service specific care support groups have been re-established this year post pandemic, providing peer support, education and opportunities to feedback to that service. We have maintained and improved our relationships with Carers Leeds and Leeds Young Carers Support Service. We regularly attend the Leeds Carers Partnership quarterly meetings to link with other NHS providers, local authorities and third sector organisations providing support to carers.

 **Measuring Carers' Experiences:** Carers are welcome to complete the 'Have Your Say' measure. However, we've also been able to trial a specific 'Carers Reported Experience Measure' with several services in the Trust. We recognise that carer contributions to peer reviews, serious incident investigations and interviews with carers also provide valuable feedback, some of which resonates across all our services. We will explore ways this can be more widely shared and used for learning across the Trust.

PALS (Patient Advice and Liaison Service), Concerns and Complaints

We are committed to providing the opportunity for any user of the organisation to seek advice, raise concerns or make a complaint about the services it provides. The Complaints and PALS Team give a gateway to hear concerns and complaints in accordance with regulatory requirements. The Team strives to ensure that they deliver an accessible, robust complaints service driven by the rights of patients set out within the NHS Constitution.

We recognise that the formal complaints process is only sometimes the best pathway for patients and families to receive a speedy resolution to a problem. We continue to promote a welcoming and positive culture for everyone contacting the PALS and Complaints Team. Our PALS team are accessible to all users of our services via our dedicated Freephone number.

During 2022/23, the Team dealt with 2098 PALS enquiries/concerns and 184 complaints. The chart below shows the comparison of complaints received over the last five financial years:



Key Achievements in 2022/23

- The PALS and Complaints Team have continued to work creatively to ensure that the Team have been as accessible as possible to all service users and carers.
- Complaint investigator training, developed by the Team, has progressed well. 30 staff new to complaint reviews received the training in 2022/23.
- Investigation managers are allocated by a newly developed investigation matrix, introduced in August 2022, to support a fairer, more consistent approach and timely response to allocation.

Aims for 2023/24

- The Team continues to engage with the Parliamentary and Health Service Ombudsman (PHSO) and regional complaints networks to support the Trust in progressing the Complaints Standards Framework, which will be rolled out in 2023.



Compliments

Our teams and staff often receive compliments. Staff can record all compliments received (either written or verbal) and attach any cards/ letters to our DATIX system.

During 2022/23, the Trust received 340 compliments. This is a 14% decrease compared to 2021/22 (397 compliments). Compliments are a crucial measure of patient experience, and we are keen to develop a recording of compliments alongside our other feedback methods to create a fuller picture of where we are doing well and where we can further improve.



340

compliments
received by the
Trust in 2022/23



27

service users and
carers supported
our recruitment
panels



36

service users and carers
have helped us with
activities including
service development
and research projects



A rewarding and supportive place to work

We value our workforce as our greatest asset. To ensure everyone contributes to delivering services and developing new ones, we commit to providing them with proper training, information, and opportunities to excel.

The demands on NHS colleagues during the past year have been unprecedented. Supporting our colleagues to keep well and ensuring they feel valued has been central to our approach.

Staff health and wellbeing

Our Trust's Health and Wellbeing Steering Group is at the forefront of our strategic efforts to promote the health and wellbeing of our workforce. This group fully aligns with the "Looking After Our People" goal outlined in the People Plan. We focus on preventing issues before they occur and intervening early if necessary. The group is determined to integrate all available support into services seamlessly.

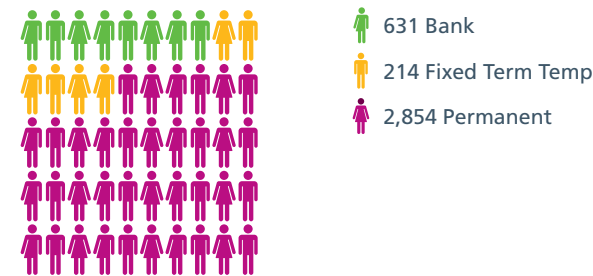
The Trust has made significant progress supporting colleagues with health and wellbeing needs over the last year with several new initiatives and continuing successful pilot programmes:

- The Trust has organised the "**Big Thank You Fortnight**" initiative to recognise and appreciate their continued hard work.
- Implement a **Cost-of-Living Group** to focus specifically on initiatives supporting staff during the current economic crisis.
- We have recently launched a **Financial Support Fund** and provided access to the **Wagestream app**.

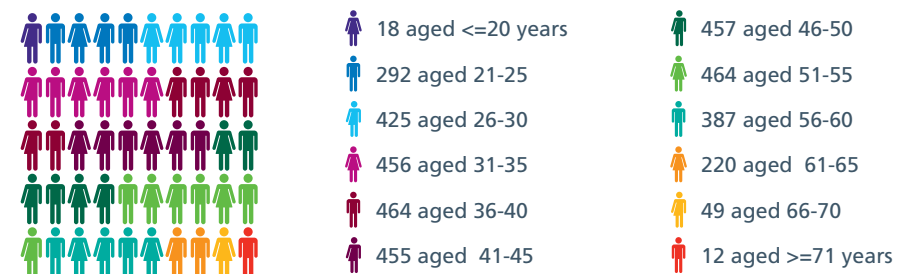
- The organisation of **ambient food deliveries** to Trust sites.
- Our Trust organised and hosted the first **Menopause Festival** in Leeds, with over 300 attendees from trusts across England.
- The trust-wide rollout of a **Critical Incident Staff Support Pathway (CrISSP)**, with a dedicated People Wellbeing Lead who undertakes the Critical Incident lead role.
- We piloted '**Wellbeing Buddies**' in acute inpatient wards where a member of the Wellbeing Team partners with each ward to focus on supporting staff wellbeing. We will be launching this across other inpatient sites throughout 2023.
- The Trust continues developing **dedicated wellbeing rooms** in sites across the organisation for colleagues to use as a safe space to unwind and relax



Staff numbers by contract type



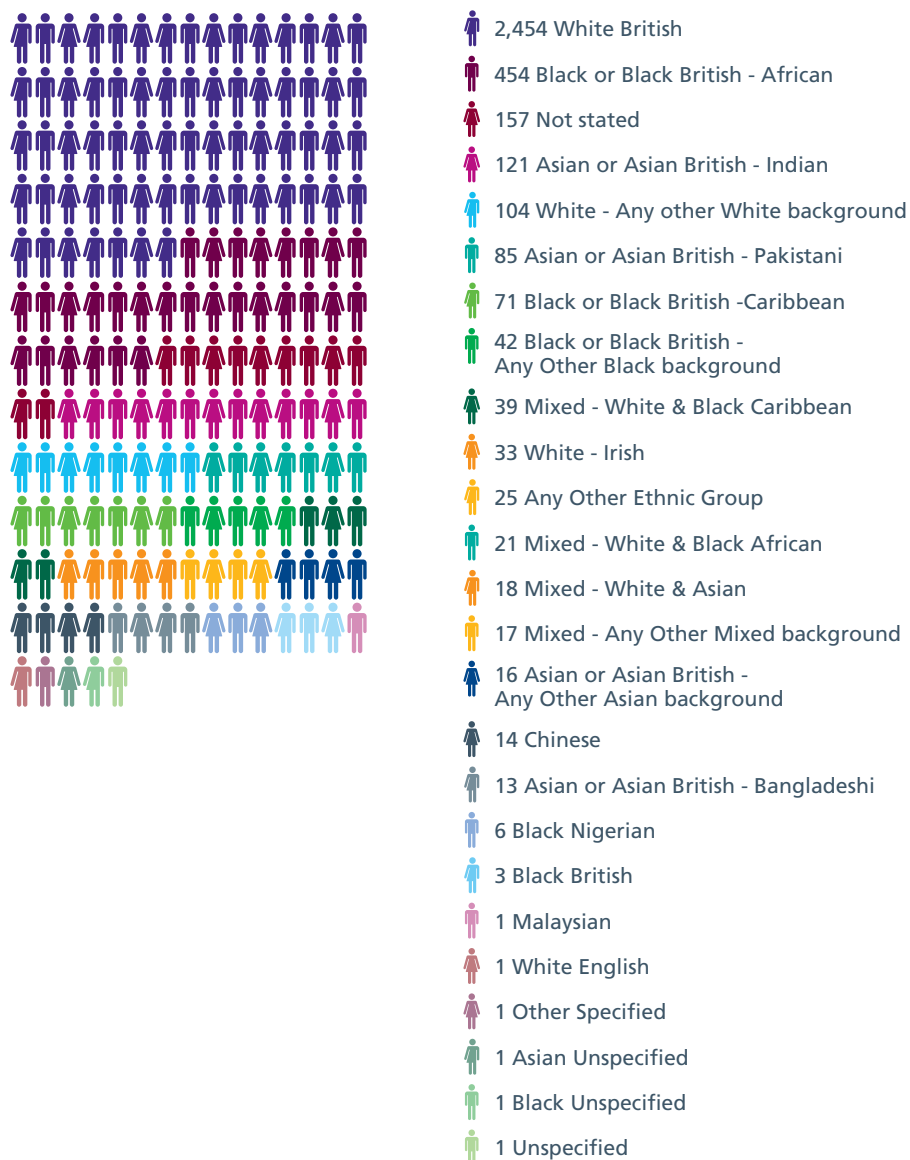
Staff numbers by age



Staff numbers by gender



Staff numbers by ethnicity



Our volunteers

Volunteering boosts self-esteem, offers valuable experience, and improves job prospects. Volunteers aid clinical teams, enhance patient care, and bring fresh ideas to service improvement.

We strongly believe in bringing together diverse volunteers with varying backgrounds. These volunteers are crucial in enabling us to better comprehend and help our local community's requirements. This is not achievable without the assistance of our staff members, who are critical to our service and provide their time and expertise to integrate volunteers as respected members of our teams.

The team attended three recruitment fairs this year, resulting in approximately 60 enquiries and securing volunteer roles in new areas. They also held a 'Thank You' event, awarding all volunteers with a special Covid Star medal for their efforts during the pandemic.

Our volunteers receive the same level of care as our employees, which includes access to mandatory training. The Trust provides designated supervision to support every volunteer in their role. We aim to attract a more diverse range of volunteers who reflect and represent the communities we serve as we continue to grow our Volunteer Service.

More information on the Trust's Volunteer Service can be found on the Trust website.: www.leedsandyorkpft.nhs.uk/get-involved/volunteering



Engaging with staff and improving our culture

We value the input of our colleagues and use their feedback to guide our approach to important strategic challenges and changes. We frequently hold consultation forums where colleagues can raise issues and provide feedback. Our bank forum is particularly helpful in gathering input from our bank workers.

The annual Staff Survey aligns with the seven elements of the NHS People Promise and themes of engagement and morale. The response rate to the 2022/23 survey among trust staff was 44% (2021/22: 47%).



People Promise scores for the staff survey:

People Promise	2022/23 Survey	
	Trust	Benchmark
We are compassionate and inclusive	7.6	7.5
We are recognised and rewarded	6.4	6.3
We each have a voice that counts	7.0	7.0
We are safe and healthy	6.2	6.2
We are always learning	5.5	5.7
We work flexibly	7.0	6.7
We are a team	7.1	7.1
Staff engagement	7.0	7.0
Morale	6.0	6.0

For 2022, we performed better than the national average for Mental Health & Learning Disability and Mental Health Learning Disability & Community Trusts in England across three of the seven People Promises. We are equal to the benchmark group for three People Promises and both key themes on Staff Engagement and Morale. We are behind the benchmark group in one People Promise.

During 2021 the Trust developed and approved a new three-year People Plan. It sets out our commitment to all our colleagues – to be the best they can be at work so we are ready to face whatever challenges that lie ahead. Work continued at a strategic level to focus on improving colleague experience across the Trust as several working groups, including the Health and Wellbeing group, considered the results.

This three-year strategic plan identifies what we plan to do as part of the four NHS People Plan ambitions, which we will focus on for the next three years to continue to engage, retain and recruit colleagues. Our commitment is to continue to listen and evolve our People Plan in response to any changing context.

You can find the plan on our website:

www.leedsandYorkpft.nhs.uk/about-us/our-strategy/our-people-plan/



**Looking after
our people**



**Belonging
in the NHS**



**New ways of working
and delivering care**



**Growing for
the future**

We are committed to establishing a positive culture which promotes diversity and inclusion through narrowing inequality gaps, openly addressing discrimination and ensuring that all our people have a voice as set out in our People Plan 2021 to 2024. We continue to focus on building a culture of compassion, inclusion and belonging:

- Our second Reciprocal Mentoring Programme aims to enhance inclusive leadership by pairing colleagues with protected characteristics and senior managers. Through personal insight and growth, the programme supports career development and challenges thinking.
- Our new disciplinary process promotes fairness and a learning culture, treating all employees involved in a complaint or concern consistently and constructively. Trained colleagues act as Cultural Inclusion Ambassadors and are part of revised disciplinary decisions. Their main goal is to assist and guide in identifying potential inequalities or unconscious biases and encourage positive change in the culture through constructive challenges.
- We're improving our recruitment practices and implementing Values Based Recruitment to increase diversity to match the communities we serve. Our approach guarantees that we hire a workforce with the skills and values necessary for promoting inclusive and efficient team collaboration in providing outstanding patient care and experience.
- Our commitment to achieving equality and diversity targets remains our focus, as outlined in our People Plan road map. We're committed to addressing disparities and making progress towards that goal.





Quality and accountability

The Care Quality Commission (CQC) has recently published the results of a survey about our Community Mental Health Services. The Trust website lets you download the Community Mental Health Services Survey Results Management Report 2022 for LYPFT. Our Trust is mandated to participate in this survey each year, led by the CQC.

The survey asks people who our Community Mental Health Services have supported to tell us about the care and support they have received. You can find out more about the survey on the CQC website.

294 people completed the survey, providing a response rate of 24%.

There were 14 questions (out of 39) where our Trust scored above the 80% threshold compared to the 49 other Trusts and Community Interest Companies who took part in the survey. Two thirds of our scores improved from the previous year.

Louisa Weeks, Patient and Carer Experience and Involvement Lead for the Trust said: "These results are a credit to our fantastic community colleagues who have continued to provide care and support to people during some very difficult times."

Key findings

Things to celebrate – our top scores:

- **97.6%** of people said they knew who to contact if they were concerned about their care.
- **86.7%** of people said that the person who organises the care and services they need did this 'very well'.
- **86.3%** of people reported being treated with respect and dignity by NHS services.
- **85.7%** of people felt that they had received treatment and support in the way they agreed.
- **82%** of people said that a mental health worker had checked how they were getting on with their medicines.

We are continuing to refresh our Community Services Strategic plans, and these survey results will help us to do this. Our services are improved and developed by people who have had experience of using them.

Quality Improvement Priorities (QIPs)

For 2022/23, we committed to a set of QIPs developed in consultation with our services and leadership, which we committed to reviewing as part of our requirements for the Quality Account. The years QIPs had been continued from previous years due to delays caused by the Covid-19 pandemic.

Throughout the year, ongoing pressures have affected our services, impacting our planned milestones. We have regularly monitored our progress against QIPs and reported it to the Trust Wide Clinical Governance Group (TWCG) quarterly and to our Quality Committee every six months. This section details the progress we have made against each of the QIPs.

The following QIPs remain a priority for us and will continue within the QIPs for 2023/24:

- Safety planning across services.
- Improving the quality of physical healthcare monitoring and the associated interventions.
- Autism awareness training.
- Triangle of Care.
- Supporting the development of clinical leadership for quality.





New strategies

Plans on a page

We continue to emerge from the worst of the pandemic with renewed hope for the future and a sense of ambition. Many challenges are ahead of us, including the numerous pressures on the NHS. The road ahead will be challenging. Here at LYPFT, we're looking forward to the opportunities the future brings to improve the health and lives of our communities.

Our Care Services Plans: Our care services have worked hard on their plans for the next 12-18 months. See below where our care services want to be in the next 12-18 months.

Learning Disabilities Services

- Better at managing our capacity and the size of our caseloads.
- Better at discharging people so more people with a learning disability can live well in their communities.
- The future of our Respite and Specialised Supported Living (SSL) Services will be well established.
- Our Rebound and Hydrotherapy Services will have reopened.

Perinatal

- Our perinatal mental health services will return to The Mount Hospital.
- We will improve access for women and their partners to our community perinatal mental health team.
- Provide an outreach service within two women's prisons in West Yorkshire to address the mental health inequalities for women who have babies in prison.

Liaison Psychiatry Services

- Better at managing our capacity and reducing our waiting times for ME/CFS Team and NICPM.
- Improving the experience of those who attend Emergency Departments for mental health crisis.
- Enhanced care and support for people with Dementia in Leeds Teaching Hospital.
- Improved pathways between Leeds Teaching Hospital specialities and the Liaison Psychiatry Outpatient Service.



Community and Wellbeing Services

- Seeing significant improvements in mental health services in the community as a result of Community Mental Health Transformation investment.
- A review and refresh of our Single Point of Access to ensure it is fit for the future and its purpose and function are clear.
- Improved monitoring and access to physical health interventions for those with severe mental illness.
- To establish the Leeds Rough Sleeper Mental Health Service, making it part of the wider offer of care and support for those who are, or are at risk of, rough sleeping.

Adult Acute Services

- All service users in crisis receive a compassionate and timely assessment.
- We'll be better at managing our capacity.
- All Leeds based service users are cared for in Leeds and not out of area.
- We'll be better at discharging people earlier to be supported in the community.
- Delivering consistently high-quality, compassionate care across all our services.

Older People's Services

- Based on our work at the Willows, we will expand our wraparound care provided at Dolphin Manor care home in Rothwell.
- Review and improve our care home service model to better meet the needs of people in care homes.
- Be actively involved in transforming community care for older people with serious mental illness.
- Review our inpatient service model to help improve all aspects of the service, including recruitment and retention and service user experience.



Regional and Specialist Services

- **Addictions Services** – a renewed contract with third-sector partners meaning continued high-quality care for people with addictions across hospital and community settings.
- **Neurodevelopmental Services** – ensure a timely diagnosis and appropriate aftercare for people with Autism and ADHD working across Leeds system partners.
- **Personality Disorder Services** – ensure the service is connected across the Leeds system and rollout community transformation.
- **Northern Gambling Service** – explore the possibility of opening new Northern Gambling Service clinical hubs.
- **Veterans Services** – service users will have a single point of access for the north of England. Services across the North will be better integrated.

Rehabilitation, Connect and Gender Services

- We want to reduce waits for our gender identity service.
- Improve staff wellbeing in our eating disorder inpatient service.
- Reduce the length of stay in our complex rehabilitation inpatient service.

Children and Young People Services

- Open a day service eating disorder facility at Mill Lodge.
- Provide facilities at Red Kite View for children and young people in crisis in need of immediate help in a public place.

Forensic Services

- Our community team working to high standards alongside other teams in West Yorkshire, Humber and North Yorkshire.
- Better integration of social workers into our services to improve service user experience and reduce community caseloads.





Financial review

The Trust's financial performance during 2022/23

The table on the following page provides a summary of our financial position at 31 March 2023.

The 2022/23 financial year saw the introduction of the Health and Care Act 2022, which formalised Integrated Care Systems (ICSs). The Act brought in statutory obligations to ensure Foundation Trusts operate within set revenue and capital limits as part of an overall system of financial deliverables. This change solidifies the move to a new framework supporting collaboration across organisations while maintaining individual statutory duties and autonomy.

During the year, the Trust maintained overall good financial governance in managing its finances whilst supporting services and managers recovering from the effects of Covid-19 and embedding a business as usual approach. There were other challenges and financial pressures in the year that related mainly to inflationary price increases, the availability of staffing and the availability of inpatient bed capacity.

In relation to staffing, the focus was on maintaining sufficient, safe staffing cover whilst dealing with significant vacancies within the Trust. This contributed to a substantial increase in agency use in the year. The Trust broadly maintained the use of out of area placements to the same levels as the previous year for working age adults. However, growing financial pressure emerged in complex rehabilitation placements. The Trust also incurred significant cost pressures due to inflationary price increases across most non-pay budgets, specifically utilities and food prices.

The Trust maintained good financial performance and management of resources in 2022/23. The Trust achieved a surplus and contributed to the West Yorkshire system delivering its planned revenue surplus. The Trust delivered an £8m programme in a year, due to the capital limit in place, the Trust focussed expenditure on core agreed priorities.

Summary of income and expenditure**£'000**

Income from activities	216,180
Non-clinical income	25,377
Total income	241,557
Pay spend	(171,862)
Non-pay spend	(66,665)
Total	(238,527)
Operating surplus	3,030
PDC dividend, finance costs and interest (net)	(1,468)
Other gains	(13)
Surplus for the year	1,549
Reserves:	
Gain/(Loss) on revaluation of assets	1,286
Total comprehensive income	2,835

Summary of assets and liabilities**£'000****Assets**

Property, plant and equipment	76,977
Cash	122,374
Other assets	13,259
Total assets	212,610

Liabilities

Payables and other liabilities	(50,968)
Borrowings	(18,242)
Provisions	(12,465)
Total liabilities	(81,668)

Total assets employed**130,942**



Sustainability - a greener NHS

In October 2020, the NHS boldly committed to achieving carbon net zero, a necessary step to address the harmful effects of climate change on public health. The NHS is leading the way in healthcare systems and inspiring others to take action.

The Trust has committed to driving sustainability, launching its Green Plan in January 2022 and developing a Sustainability Team comprising a Head of Sustainability, Sustainability Project Manager and Environment and Sustainability Manager in addition to the existing Executive leads.

NHS England's "Delivering a 'Net Zero' National Health Service" report outlines two targets:

- The NHS Carbon Footprint: for the emissions we control directly, net zero by 2040
- The NHS Carbon Footprint Plus: for the emissions we can influence, net zero by 2045.

Quarterly Greener NHS Returns and the Annual NHS Green Fleet Returns completed by the Trust monitor these targets.

Trust Green Plan

As part of the Greener NHS, they require all Trusts to have a Board approved Green Plan by January 2022.

Over the next five years, our Green Plan outlines our specific course of action, highlights the advantages of incorporating sustainable practices into the Trust's operations, and explains the governance framework to ensure the plan's success.

FOR A GREENER **NHS**

Our Green Plan builds on our past achievements, such as our sizable electric vehicle fleet and the award-winning CYPMHS Red Kite View. It aims to improve energy generation for greater energy security, identify circular economy opportunities to reduce waste and establish more sustainable models of healthcare and medicine usage.

Our plan will be adapted as we develop, learn from others and identify new technologies and working practices, and a Strategic Costed Review of our Net Zero Roadmap is currently underway to inform the Trust of the financial and environmental impacts of achieving Net Zero.



Our Green Plan Vision

The vision of the Trust is:

We achieve Carbon-Zero earlier than anticipated, and the Trust is regarded as a model for others to follow.

- We collaborate between organisations to achieve our best potential.
- All staff feel passionate about helping the Trust to become carbon neutral.
- All staff and service users will feel involved and valued in the process.
- We can embed environmental commitments as a thread throughout our business.
- We can become Carbon Neutral and generate our energy and sustainably recycle waste.
- We reach out to our local partners and work collaboratively together.
- We can be at the forefront of supporting our communities to prepare for the future.
- We adopt a collaborative approach throughout the organisation in supporting education and therapeutic involvement with our environment, creating informed networks.



Workforce and System Leadership: The new Sustainability Team have established a Sustainability Steering Group alongside subgroups for each theme area, developed weekly communications on sustainability and created and engaged with internal and external networks to share best practice and system learning.

Sustainable Models of Care: The pandemic accelerated the take-up and use of telecare and virtual appointments, which offers environmental benefits. The Trust will capture this by developing the Carbon Aware Medical Appointment App [CAMA], improving service user awareness of the carbon impacts of their travel choices.

The Trust promotes healthy eating and sustainability and encourages social prescribing and green health to reduce the need for medication for patients.

Digital Transformation: As well as the previously mentioned CAMA App, the Trust has maximised several opportunities through digital transformation. Many of our staff work remotely, attending digital meetings and avoiding travel emissions. Essential documents and records are now stored in the cloud, avoiding paper and printing impacts.

Travel and Transport: Most of the Trust's estates fleet is already electric, with additional vehicles added annually. The Trust encourages various sustainable travel opportunities, including Cycle to Work, Commuter Clubs and the Sustainable Travel & Transport Group. The Trust is also in the process of launching a new procurement platform which will include sustainable procurement principles and minimise the storage and transport of goods and materials.

Estates and Facilities: The CYPMHS unit Red Kite View achieved a BREEAM Excellent rating making it in the top 10% of the UK's Non-Domestic buildings for energy efficiency and sustainability.

The redevelopment of St Mary's House as the Trust HQ covers decarbonised buildings with the highest environmental credentials. We are replacing gas heating with air-source heat pumps and solar panels. The building will have extensive sustainable travel options with EV charging, cycle storage, and cycle repair.

The Trust audits waste management and recycling, identifying necessary measures for compliance. They have a Waste Compliance and Improvement Programme and use renewable electricity. They also work to influence energy usage in PFI and leased premises.



Medicines: The Trust has been working to improve the return of medications for appropriate disposal and promotes lower carbon and recycling opportunities. We are developing regional networks, sharing knowledge to reduce the use of the most environmentally damaging medicines and identify lower carbon alternatives.

Supply Chain and Procurement: The Trust has an established Procurement Partnership with Leeds Community Hospitals. With the North of England Combined Procurement Collaborative (part of the Trust) to maximise carbon reduction through streamlined and digital ordering, supplier carbon monitoring and social value tendering. The Trust is also a signatory to the Single Use Plastics Pledge, reducing and removing non-reusable plastics wherever possible.

Food and Nutrition: The Trust's newly appointed Head Dietician has been working with the Estates Team to pilot an updated menu and digital ordering system, resulting in reduced food waste and more seasonal choices.

Trusts will shortly be required to monitor and treat all food waste. An opportunity has been the development of Wiggly Warriors, a wormery and raised food growing beds programme at each of our CYPMHS units. We use kitchen food scraps in the wormery to create soil to grow vegetables in the raised beds. We use the produce we grow to teach cooking skills to young people and as a therapeutic pathway for green health and social awareness.

Adaptation: The Trust is enhancing existing Heatwave, Flooding, and Adverse Weather plans with a Climate Change Risk Assessment (CCRA required for all Trusts). This will develop into a Climate Change Adaptation Plan, improving drainage and preparing for extended periods of high temperature.

Our Performance: The Trust's performance continues to be affected by the Covid-19 Pandemic by PPE use and disposal and the Hybrid Working Strategy. Staff are beginning to return to their offices, resulting in increased energy and travel emissions, and some energy-intensive activities, such as the therapeutic pool, are returning to service.





Leadership and our Board of Directors

The Board of Directors is the body legally responsible for the organisation's day-to-day management. It is accountable for the operational delivery of services, targets and performance, as well as the definition and implementation of our strategy. It has a duty to ensure the provision of safe and effective services for our service users.

As of the end of 2022/23, the Board of Directors consisted of six non-executive directors, which included the Trust's Chair and six executive directors, including the Chief Executive.

The Board's sub-committee structure is made up of the: Audit Committee, Quality Committee, Finance and Performance Committee, Workforce Committee, Mental Health Legislation Committee, Remuneration Committee, and Nominations Committee.

The next page shows the Board of Directors members on 31 March 2023.

Board meetings

Our Board meets every other month with the exclusion of August and December. However, in 2022/23, the Board held four extraordinary private meetings in April, June, and December. The Trust holds Board meetings in public. However, confidential items (as defined by pre-determined criteria and in accordance with the Constitution) occur in a separate private session.

In 2022/23, the Board of Directors met on ten occasions. The Trust published copies of the agendas, papers and minutes for Board meetings on our website.

Executive Directors



Dr Sara Munro
Chief Executive



Joanna Forster Adams
Chief Operating Officer



Dawn Hanwell
Chief Financial Officer
and Deputy Chief Executive



Darren Skinner
Director of People and
Organisational Development



Dr Christian Hosker
Medical Director



Cathy Woffendin
Director of Nursing,
Quality and Professions

Non-Executive Directors



Merran McRae
Chair



Dr Frances Healey
Non-executive Director
and Chair of the Quality
Committee



Helen Grantham
Non-Executive Director
and Deputy Chair



Kaneez Khan
Non-executive Director and
Chair of the Mental Health
Legislation Committee



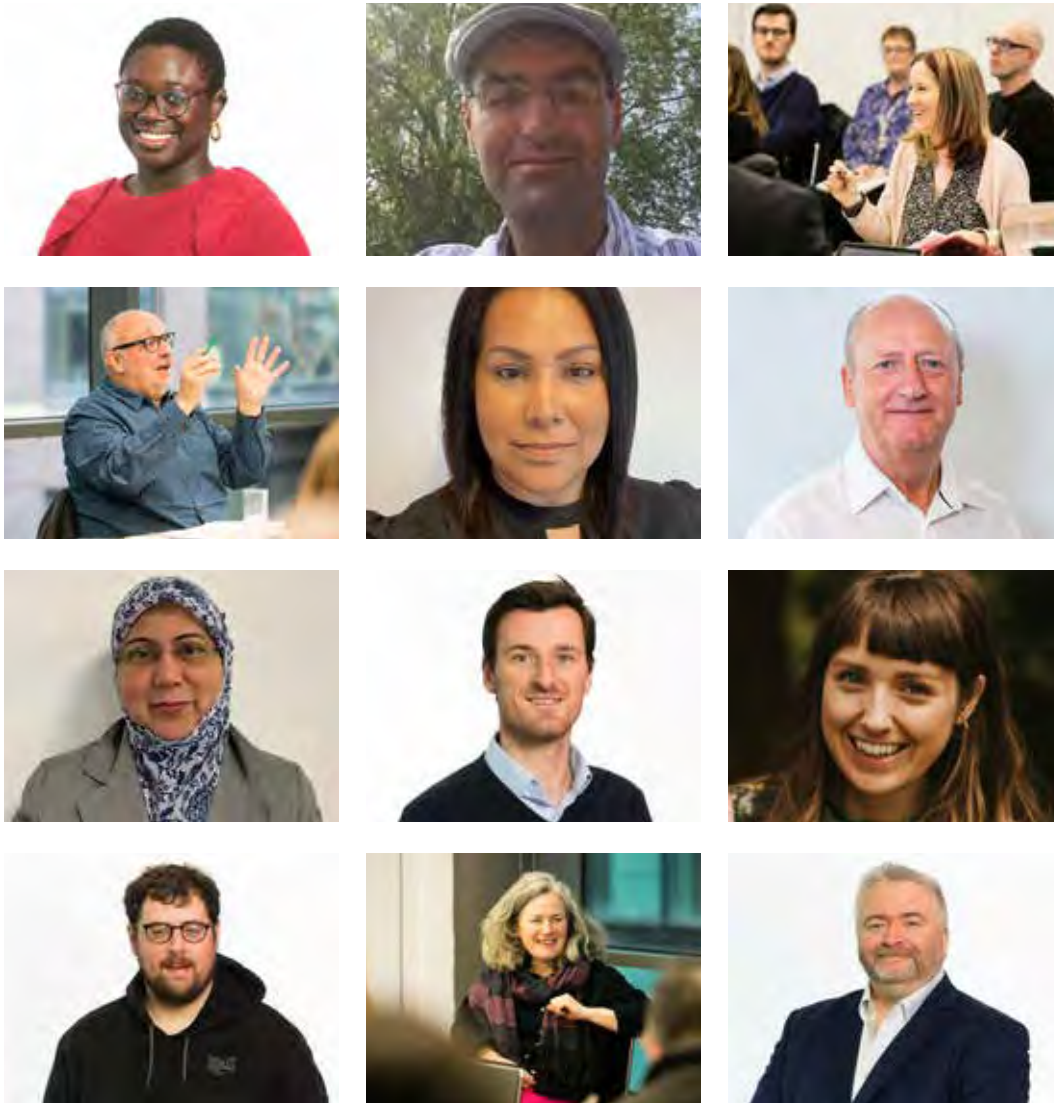
Martin Wright
Non-Executive Director



Cleveland Henry
Non-Executive Director
(Senior Independent Director)

There have been several changes to the Trust board in 2022/2023.

- Dr Sue Proctor stepped down as Chair of the Trust. The Trust appointed Merran McRae as the New Chair after a competitive interview process. She took up the role on 1 January 2023.
- Professor John Baker stepped down as a Non-executive Director on 31 August 2022..
- On 1 September 2022, the Trust appointed Frances Healey as a Non-Executive Director.
- Sue White stepped down as a Non-executive Director on 31 October 2022
- On 1 November 2022, the Trust appointed Kaneez Khan as a Non-executive Director.
- On 1 August 2022, the Trust appointed Darren Skinner as substantive Director of People and Organisational Development.
- In January 2023, Cathy Woffendin announced she would be taking early retirement at the end of May 2023 and stepping down as the Director for Nursing, Quality and Professions. The Trust undertook a competitive interview process in early 2023.



A selection of our governors during 2022/23

Governance and our Governors

The Council of Governors is the body that gives the public a voice in helping to shape and influence the future of mental health and learning disability services provided by our Trust. We elect Governors from and by our membership who represent our constituencies. It also includes people appointed from a range of partner organisations.

The Chair of the Council of Governors is the Chair of the Trust, who ensures a link between the Council and the Board of Directors; the Deputy Chair of the Trust is also the Deputy Chair of the Council of Governors.

The Council of Governors has four formal business meetings. However, during 2022/23, the Council held one extraordinary private meeting in November to ratify the appointment of the new chair of the Trust, Merran McRae. The Trust holds general Council meetings in public. However, confidential items (as defined by pre-determined criteria and in accordance with the Constitution) occur in a separate private session. The Trust published notice of public Council of Governors' meetings, the agenda and papers on our website, www.leedsandyorkpft.nhs.uk

The governors held the Annual Members' Meeting in July 2022 virtually. This is a public meeting, and members are encouraged to attend to hear more about the work of the Trust and the Council of Governors

Our Governors for 2022/23

Elected Governors

Name	Constituency
Ian Andrews	Staff: Non-clinical
Oliver Beckett**	Public: Leeds
Caroline Bentham	Carer: Leeds
Nicola Binns**	Staff: Clinical
Mark Clayton	Carer: Leeds
Alex Cowman**	Staff: Non-clinical
Rita Dawson	Service User: Leeds
Les France**	Public: Leeds
Rachel Gibala	Service User: Leeds
Ruth Grant	Staff: Non-clinical
Hazel Griffiths*	Carer: York and North Yorkshire
Oliver Hanson	Staff: Clinical
Gail Harrison	Staff: Clinical
Peter Holmes	Service User: Leeds
Steve Howarth	Public: Leeds

Appointed Governors

Name	Constituency
Councillor Claire Douglas**	City of York Council
Helen Kemp*	Volition - Leeds (mental health representative)
Matthew Knight**	York Council for Voluntary Services

Elected Governors

Name	Constituency
Andrew Johnson	Staff: Clinical
Mussarat Khan	Public: Leeds
Kirsty Lee	Public: Leeds
John Manson**	Service User: York and North Yorkshire
Rebecca Mitchell**	Public: Leeds
Ivan Nip	Public: Leeds
David O'Brien*	Public: York and North Yorkshire
Peter Ongley**	Carer: Leeds
Amy Pratt**	Staff: Clinical
Sally Rawcliffe-Foo*	Clinical: Staff
Joseph Riach	Service User: Leeds
Bryan Ronoh	Carer: Leeds
Nicola Swan	Public: Rest of England and Wales
Bradley Taylor**	Service User: Leeds
Peter Webster	Public: Leeds

Appointed Governors

Name	Constituency
Sayma Mirza**	Director of Children and Families Programme, West Yorkshire and Harrogate ICS
Gabriella Obeng Nyarko**	Volition - Leeds (mental health representative)

** Indicates those governors who were re-appointed or newly appointed part-way through 2022/23

* Indicates those governors who stepped down early during 2022/23, before the end of their term of office
 ** Indicates those governors who were newly elected or re-elected part-way through 2022/23

Our members

We are an NHS Foundation Trust which means we are accountable to the people within our communities who can become members.

Staff, service users, their families and carers, and the general public can join our Trust as a member. We are responsible for ensuring that our membership represents the people the Trust could provide services to. The profile of the current membership in terms of ethnicity, gender and age continues to be broadly in line with that of the respective constituencies, with no significant deficits.

Membership engagement

We have a varied approach to facilitating engagement between governors, members and the wider public. Each year, we hold our Annual Members' Meeting, incorporating the statutory annual meeting where the Council accounts for how it has carried out its duties on behalf of members, and an opportunity for a 'Big Conversation'. Here members and the public can talk about their experience, which informs their role on the Council. Governors can meet with, talk to and hear from their constituents and the wider public. The Trust's Annual Members' Meeting was held virtually in July 2022. In 2023/24, we will continue to ensure that our governors are central to this event, allowing them to engage with a diverse group of people.

Membership

As of 31 March 2023, the membership was 13,930 and steadily maintained throughout the year. The tables below illustrate the constituency breakdown of the total number of members. We have three membership constituencies: public, service user and carer, and staff.

Three public constituencies exist: Leeds, York and North Yorkshire, and the Rest of England and Wales. Several local government electoral areas make up these constituencies in accordance with the NHS Act 2006.

The Service User and Carer Constituency is divided into five constituencies for the geographical areas of Leeds, York, North Yorkshire, and the rest of England and Wales. Again these constituencies follow the local government electoral boundaries. Anyone who has used our services in the last ten years or cares for someone who has used our services can join the Service User and Carer Constituency. An individual's home address will determine which constituency they join.

The Staff Constituency is divided into two categories: Staff: Clinical and Staff: Non-clinical. Any individual the Trust employs under a contract of employment will automatically become a member unless they opt-out. In addition to those directly employed by the Trust, people who exercise a function for the Trust may also choose to be a member of the Staff Constituency. National occupation codes will determine whether a person joins the clinical or the non-clinical category.

Public constituency	Service User and Carer constituency	Staff constituency
Public: Leeds	Service User: Leeds	Clinical Staff: Leeds and York & North Yorkshire
Public: York and North Yorkshire	Service User: York and North Yorkshire Carer: Leeds	Non-clinical Staff: Leeds and York & North Yorkshire
Public: Rest of England and Wales	Carer: York and North Yorkshire Service User and Carer: Rest of UK	

Number of members*

Public constituency	Number of members
Public: Leeds	6,715
Public: York and North Yorkshire	1,348
Public: Rest of England and Wales	1,759
Total public members (including 55 members outside England and Wales)	9,878

* Total membership by constituency as at 31 March 2023

Number of members*

Service User and Carer constituency	Number of members
Service User Leeds	483
Service User: York and North Yorkshire	72
Carer: Leeds	297
Carer: York and North Yorkshire	37
Service User and Carer: Rest of UK	81
Total service user and carer members	974

* Total membership by constituency as at 31 March 2023

Number of members*

Staff constituency	Number of members
Clinical staff: Leeds and York & North Yorkshire	2,274
Non-clinical Staff: Leeds and York & North	805
Total staff members	3,079

* Total membership by constituency as at 31 March 2023

Membership has maintained steady at 13,930 as at 31 March 2023.
These tables illustrate the breakdown, by constituency, of the total number of members.



Contact us

Leeds and York Partnership NHS Foundation Trust

Tel: 0113 85 55000

Trust Headquarters
St Mary's House
St Mary's Road
Potternewton
Leeds
LS7 3JXs

Chief Executive

If you'd like to get in touch with Dr Sara Munro, our Chief Executive, please call:

Tel: 0113 85 55913

You can follow Sara on Twitter: @munro_sara

All Corporate Governance enquiries please contact:
corporategovernance.lypft@nhs.net

Patient Advice and Liaison Service (PALS)

Our Patient Advice and Liaison Service (PALS) is a confidential and free service to guide you through the different services available at our Trust. Our PALS offices are open from Monday to Friday, 9am to 12noon and 2pm to 4pm and are closed on bank holidays.

You can contact the service on:

Tel: **0800 052 5790**

Email: pals.lypft@nhs.net

Membership

If you're interested in becoming a member of Leeds and York Partnership NHS Foundation Trust, please contact:

The Membership Office

Tel: **0113 85 55900**

Email: ftmembership.lypft@nhs.net

Communications

For all media enquiries or if you would like copies of this report or more information about the Trust, you can contact us on:

Tel: **0113 85 55989**

Email: communications.lypft@nhs.net

Members of the Board of Directors and Council of Governors

Email addresses for members of the Board of Directors and Council of Governors can be found on our website:

www.leedsandyorkpft.nhs.uk

Let's get social

 Leeds and York Partnership NHS Foundation Trust

 @leedsandyorkpft

 Leeds and York PFT

 Leeds and York Partnership NHS Foundation Trust

Notes



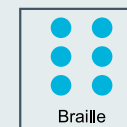
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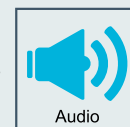
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